

County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES

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SHERYL L. SPILLER
Director



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April 29, 2013

TO: Each Supervisor

FROM:

Sheryl L. Spiller, Director

A handwritten signature in black ink that reads 'Sheryl L. Spiller' followed by a stylized 'CSA' in parentheses.

**SUBJECT: NOTICE OF INTENT TO ISSUE WORK ORDER EXCEEDING \$300,000
UNDER THE MASTER AGREEMENT FOR AS-NEEDED PROCESS
IMPROVEMENT SERVICES**

This is to advise the Board of our intent to request the Chief Executive Office (CEO) to execute a Work Order under the Master Agreement for As-Needed Process Improvement Services, with **Cambria Solutions Inc.**, in the amount of **\$538,410**. The period of performance for the Work Order is approximately **June through November 2013**. In accordance with established Master Agreement guidelines, prior Board notice is required for projects that will exceed \$300,000.

BACKGROUND

Increasing public need for the Department of Public Social Services' (DPSS), rapidly changing technology, and limited resources have created urgency for the Department to reengineer its business processes, and strengthen newer, underutilized service delivery modes to create a more efficient overall service delivery system. The DPSS Executive Team has adopted the following Business Process Reengineering (BPR) vision:

"By 2017, DPSS will be a technologically advanced department that provides social services with a greatly reduced need for customers to go to a DPSS facility and for staff to work from a DPSS facility."

The Work Order we intend to execute with **Cambria Solutions, Inc.**, specifies work they will do to enable the Department to take major steps toward achieving this BPR vision.

SCOPE OF WORK

Cambria will take a comprehensive look at DPSS' business practices and technologies that support the eligibility and service delivery operations of Medi-Cal, CalFresh, CalWORKs, General Relief, and employment-related support services. Cambria will engage workers and managers across multiple levels and functional areas to guide the

Department through decision-making to develop a detailed reengineering plan that, upon implementation, will improve the following:

- Initial intake and eligibility process
- Verification and eligibility determinations
- Re-certifications and associated interviews
- Interim reporting processes
- Changes in household circumstances
- Document flow and processing
- Lobby design and workflow

Specifically, Cambria will provide the following deliverables:

Deliverable 1: BPR Vision— A visual presentation of the future of DPSS and how service will be delivered and how participants will interact with the Department. This visualization will help build the common understanding for the BPR vision throughout the Department. Development of this deliverable will be the result of several activities Cambria will conduct including the following:

- First-hand assessments of operations at selected pilot offices;
- Facilitation of focus groups with representatives from all parts of the pilot offices;
- Discussions with managers with responsibilities for line operations, program policy, quality assurance, information technology, and other leadership roles;
- Evaluation of current policy design of DPSS programs and services, and the degree of alignment that exists across Department projects; and
- Facilitation of a visioning session and conversations with the BPR Steering Committee to establish key decisions about the direction of the Department.

Deliverable 2a: BPR Plan— A detailed document that provides recommendations of what and how to reengineer business processes to move DPSS closer to its BPR vision over the next two years. Importantly, the BPR Plan will recommend the methodology for conducting the “to-be” processes, metrics to capture and measure progress, and steps to close the gaps in current Department efforts.

Deliverable 2b: Organizational Readiness Plan— A detailed document that will have dedicated sections describing the approach, strategies, tactics, sequencing and timeframes for the following: 1) change management across the Department; 2) communications throughout the project with both internal and external stakeholders; 3) staff training needed to achieve the BPR Plan; and 4) knowledge management so that staff can continue the BPR effort once Cambria has left.

SELECTION PROCESS

On April 24, 2012, DPSS released a Request for Services to nine (9) firms on either or both of the County's Master Agreement Lists for As-Needed Process Improvement Services and/or Strategic Planning and Related Services. Three proposals were received by the May 24, 2012, due date. The proposals were evaluated by an Evaluation Committee, consisting of five managers who collectively possessed expertise across line operations, automation, program and policy, and financial management areas of the Department. The evaluation team followed the Informed Averaging Method approved by the Board on March 31, 2009. Each proposal was scored independently by each evaluator on the same factors. Based on the evaluations and final scoring, the Department selected **Cambria Solutions Inc.** as the best-qualified.

FISCAL IMPACT

The maximum obligation for this new work Order is **\$538,410**. Of this cost, approximately 91 percent will be funded with State and Federal revenue, while the remaining 9 percent (estimated at \$48,457) will be net County cost. Sufficient funding has been included in the Department's Fiscal Year 2012-13 Adopted Budget and will be included for subsequent fiscal years in the Department's budget request.

NOTIFICATION TIMELINE

Consistent with the policy and procedures for the Master Agreement for As-Needed Process Improvement Services, we are informing the Board of our intention to execute the above mentioned Work Order. If no objection is received from the Board within one (1) week of this filing, we will submit the Work Order request to CEO for review and approval.

If you have any questions or need additional information, please contact me at (562) 908-8383, or your staff may contact Phil Ansell at (562) 908-8309, or PhilAnsell@dpss.lacounty.gov.

SLS:bt

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors
Deputy Chief Executive Officer
Director, Internal Services Department